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Item 3 of the provisional agenda*

# Report on the midterm review of the Strategic Plan, 2014-2017 and annual report of the Executive Director, 2015: performance and results, including a report on the implementation of the quadrennial comprehensive policy review

*Summary*

This is the second report to the Executive Board of UNICEF on the implementation of the Strategic Plan, 2014-2017. It incorporates the annual report of the Executive Director for 2015 and the report on the midterm review of the Strategic Plan (see decision 2013/16). It highlights the situation of children at the start of the Sustainable Development Goals; results achieved by UNICEF and partners in the seven outcome areas of the Strategic Plan and in organizational efficiency and effectiveness; key lessons for the remaining period of the Strategic Plan; and considerations for the next strategic plan in the context of the 2030 Agenda for Sustainable Development.

The report is accompanied by the revised results framework of the Strategic Plan (E/ICEF/2016/6/Add.2); an addendum on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system (General Assembly resolution 67/266), adopted in 2012, and achievements against the Integrated Results and Resources Framework of the Strategic Plan (E/ICEF/2016/6/Add.1); a scorecard and data companion; and a paper on lessons learned in the first two years of the Strategic Plan.

The report should be considered in conjunction with the report on the midterm review of the UNICEF integrated budget, 2014-2017 (E/ICEF/2016/AB/L.2).

A draft decision is included in section VIII.

* E/ICEF/2016/5.

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# I. Overview

**An opportune yet critical time for the world's children**

1. The midterm review of the Strategic Plan comes at an opportune time for UNICEF, affording the organization an opportunity to review the progress of the Plan over the past two years and to align it with the significant and wide-ranging global accords reached in 2015: on sustainable development (Sustainable Development Goals); disaster risk reduction (Sendai Framework for Disaster Risk Reduction 2015-2030); climate change (Paris Agreement); and financing for development (Addis Ababa Action Agenda of the Third International Conference on Financing for Development).

2. It is also a timely opportunity to consider the prospect for further agreements on humanitarian issues (World Humanitarian Summit, to be held in May 2016) and urbanization (United Nations Conference on Housing and Sustainable Urban Development (Habitat III), to be held in October 2016). The implementation of these new frameworks will contribute substantially to realizing the rights of the world's 2.3 billion children and increase the possibility of a fair chance in life for the most disadvantaged.

3. In many areas, the world is moving ever closer to that fair chance, as presented at the Special Focus Session of the Executive Board on equity in June 2015. Declines in under-five mortality since 2000 have allowed an estimated 48 million additional children to see their fifth birthday. The number of new HIV infections continues to fall among children, driven largely by success in preventing mother-to-child transmission. Approximately 2.6 billion people have gained access to improved sources of drinking water since 1990. More than 90 per cent of children complete primary education, and gender parity in primary education continues to improve. Modest gains have been achieved in reducing child marriage and female genital mutilation/cutting. And the world achieved the Millennium Development Goal of halving extreme poverty by 2010.

4. Despite these successes, many challenges remain, particularly for the most disadvantaged children. In 2015, an estimated 5.9 million children died before reaching the age of 5, and children from the poorest families were nearly twice as likely to die before their fifth birthday as those from the wealthiest. Although stunting prevalence continued to decline, the gap between rich and poor widened. Globally, 2.4 billion people still lacked access to improved sanitation, 40 per cent of them in South Asia. About 220,000 children were newly infected with HIV in 2014, nearly 90 per cent of them in sub-Saharan Africa. Two million adolescents (aged 10-19) were living with HIV in 2014. An estimated 250 million children could not read, write or do basic arithmetic.

5. Compounding the multiple deprivations faced by millions of children is the disproportionate impact on children of climate change (especially in Africa, Asia and the Pacific) and humanitarian crises. More than half a billion children live in areas with extremely high flood risk and nearly 160 million in zones with high or extremely high drought risk. Many of these children are also among the world's most disadvantaged, facing the highest risk of exposure to such infectious diseases as malaria and dengue and being more likely to be undernourished and to lack access to safe water and improved sanitation.

6. The global economy, which appeared in early 2014 to be emerging from a prolonged slowdown, now is faltering, putting at risk opportunities to break the intergenerational cycle of disadvantage. Commodity prices are low, constraining spending and employment in many low- and middle-income countries. Devastating conflict and violence are endemic in many parts of the world, contributing to a massive increase in child displacement. The frequency and impact of natural disasters are on the rise at a time when the resilience of the most vulnerable communities is under stress. Epidemics, including most recently Ebola and zika, and rapid urbanization and demographic transition are among the many challenges to children's survival, health and development.

7. Europe's refugee and migrant crisis has demonstrated the critical importance of responding quickly and effectively to changing circumstances for children in all country contexts, including in countries of destination, transit and origin.

8. Despite the uncertain outlook, the potential for transformative change has never been greater. The world has a new commitment and the knowledge and means to overcome many of the critical obstacles that prevent children from realizing their potential. Without ambitious action on sustainable development, humanitarian assistance and climate change, the promise of the new agreements risks becoming a tragedy for the globe's youngest citizens. And without reaching the most disadvantaged children, the world will not be able to reach the Sustainable Development Goals by 2030.

9. UNICEF is focused on adapting its country, regional and global work to these realities by building on the strong foundation laid in the first two years of the Strategic Plan. The UNICEF mandate requires it to concentrate on the children in greatest need everywhere.

**Stepping up the response**

10. UNICEF and its partners achieved results for children over the past two years in a wide variety of settings. In 2015 alone, 55 million children were vaccinated for DPT3; 40 million people gained access to improved drinking water sources and 18 million people to improved sanitation; 3 million children were treated for severe acute malnutrition; 15 million children received learning materials; and 10 million births were registered. UNICEF made key contributions to building the evidence base by providing a significant proportion of end-line data for the Millennium Development Goals and supporting the development of indicators for the Sustainable Development Goals.

11. UNICEF continued to expand its efforts in humanitarian situations in 2015, responding to an unprecedented number of such situations, in conjunction with partners. These included protracted conflicts in the Central African Republic, Iraq, South Sudan, the Syrian Arab Republic and Yemen; health emergencies in West Africa and Latin America; earthquakes in Nepal; typhoons in the Pacific; droughts in the Sahel, East Africa and the Americas, exacerbated by El Niño; and the refugee crisis in Europe.

12. In humanitarian situations alone, 43.5 million children were vaccinated against measles; 7.5 million children were reached with formal and non-formal basic education; 3.1 million children with psychosocial support; about 2 million children and women with interventions to prevent and respond to sexual violence; and

13.8 million people in support of handwashing practices. In both humanitarian and non-humanitarian contexts, the focus is on strengthening systems so that communities can anticipate and absorb shocks in the event of disasters.

13. Section II of this report further highlights the achievements and challenges addressed by UNICEF in 2014 and 2015 in the context of the Strategic Plan's seven outcome areas: health; HIV and AIDS; water, sanitation and hygiene (WASH); nutrition; education; child protection; and social inclusion. The report also summarizes advances in the areas of gender equality and humanitarian action in cooperation.

14. The achievements illustrate the close engagement of UNICEF with Governments, civil society and the private sector and its deepening partnerships across the United Nations system and highlight its focus on results and on innovative solutions for entrenched and emerging challenges.

15. In 2015, UNICEF increased its work with Governments and civil society partners to encourage a child focus for the 2030 Agenda for Sustainable Development and has been working closely with United Nations partners to respond to the unique and complex challenges and opportunities that it presents. Initiatives include the development of system-wide responses to such issues as migration and inequalities; flexible joint programming approaches tailored to national context; innovative approaches to financing; and harmonized business processes for greater efficiency and effectiveness.

16. Innovation was an important focus in 2015 with such initiatives as the open-source messaging tool, Rapider, which is scaling up globally. The U-Report platform, used also in emergency situations, has more than 1.9 million active users across 19 countries, including other United Nations agencies and such partners as the International Federation of Red Cross and Red Crescent Societies and the World Organization of the Scout Movement. UNICEF is also collaborating with such companies and institutions as Google and the Massachusetts Institute of Technology Media Lab and engages some 30 million people through social media on resolving challenges for children.

17. Efforts to strengthen results-based management are continuing, including expediting processes for country programme design, implementation and assurance. A capacity-strengthening initiative for more than 2,500 staff has started, and a results-focused staff appraisal system was introduced in 2015.

**Aligning with the new global agenda and reinforcing the commitment to a fair chance for every child**

18. At the midpoint of the Strategic Plan, the implications of new global agreements and emerging global risks are becoming ever more apparent. UNICEF will continue to work with partners to complete unfinished business for children from the Millennium Development Goals era while pursuing strategic partnerships to meet the demands of the new global agendas, including for such critical issues affecting child well-being as climate change, urbanization, child displacement, the demographic transition and the growing youth bulge in Africa and parts of Asia.

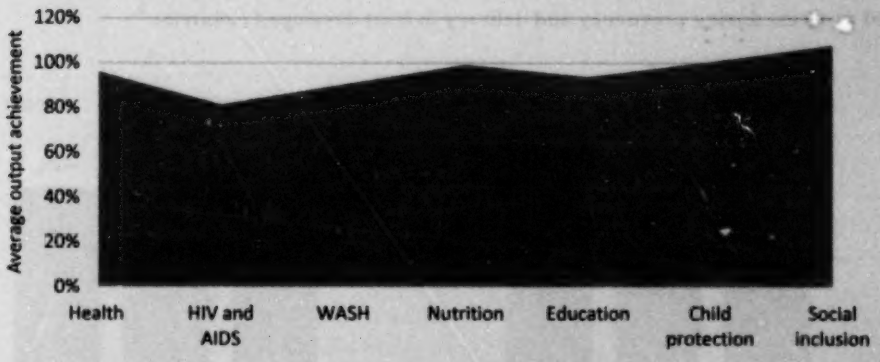
19. The midterm review takes place during the seventieth anniversary year of UNICEF, a moment for reflection and renewal, providing the opportunity to learn lessons from successes and failures and to set the foundation for continued work in

the decades to come. In a changing world with a bold new international agenda, UNICEF remains unwavering in its mission to reach the most disadvantaged children first, wherever they may be.

## II. Performance under the Strategic Plan

20. UNICEF and its partners continued to achieve significant results for children, with an average achievement rate of 96 per cent against the 2015 output-level milestones (see figure I). Complete details are provided in the related scorecard and data companion.

Figure I
**Summary average achievement of output-level results by outcome area**




21. This achievement was informed by the theory of change that underpins the Strategic Plan.[1] Country-level drivers include actions to increase knowledge, change behaviour and encourage participation (addressing demand-related barriers); improve access to essential services for children (supply-related barriers); and strengthen national policies, laws and budgets to support the removal of demand and supply barriers. In 2015, 119 country offices directly supported demand-related programmes for children; 85 supported programmes to expand access to essential services; and 117 supported initiatives to generate evidence and build partnerships to influence laws, policies and budgets. Country action included focused humanitarian responses as well as the promotion of gender equality in 101 countries.

22. UNICEF also contributes to results for children through global and regional evidence and action. Research and advocacy in 2015 significantly increased awareness of the importance of an equity dimension in the Sustainable Development Goals, the impact of climate change on the most vulnerable children and the dimensions of violence against children. The 2015 *Innocenti Report Card* analysed the impact of recession on vulnerable children in rich countries, while 28 National Committees in the wider UNICEF family successfully advocated with their Governments on policies affecting children.

[1] See E/ICEF/2014/CRP.14.

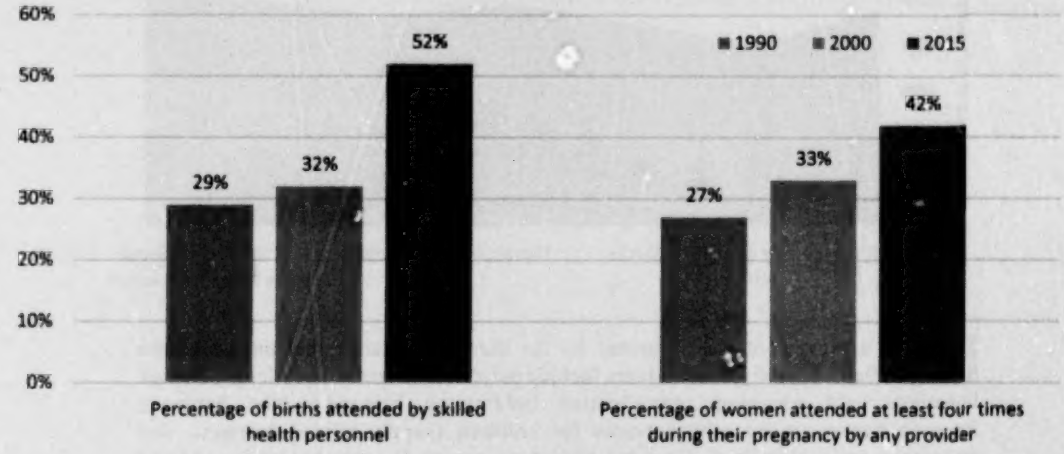
23. Achievement rates for all outcome areas exceeded 90 per cent, except for HIV and AIDS. Testing and treatment services for mothers have been scaled up, but accelerated efforts are needed to scale up HIV prevention services, especially for adolescents.

24. As discussed below, UNICEF actions were shaped by the magnitude of humanitarian crises in 2014 and 2015.

**Health**

25. At the country level, significant progress was registered against outcome indicators, particularly with regard to the increase in the percentage of births attended by skilled heath personnel and of women with at least four antenatal care visits (see figure II).

Figure II
**Accelerated progress during pregnancy and delivery in least developed countries**



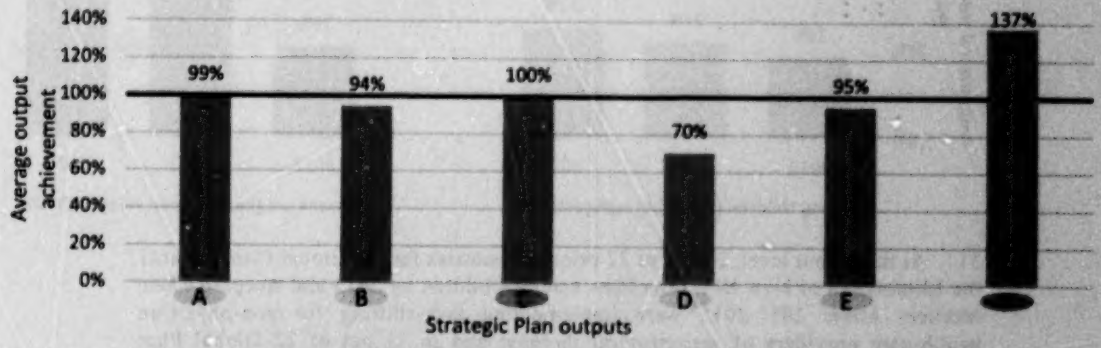

26. UNICEF contributions are clearest at the output level, with 43 countries operating 100 per cent of basic emergency obstetric and neonatal care facilities 24 hours a day, seven days a week and 73 countries implementing a policy for home visits to newborns, an increase from 68 countries in 2014. In addition, 97 malaria-endemic countries had no stock-outs of artemisinin-based combination therapies lasting more than one month at the national level. The world is on track to achieve certified polio-free status by 2019, with the lowest-ever number of wild poliovirus cases recorded. Nigeria was declared polio-free in 2015, leaving only two endemic countries, Afghanistan and Pakistan. In humanitarian situations, more than 20 million children aged 6-59 months were vaccinated against measles in 2015. To promote gender equality, 84 countries were supported to allocate budgets to reduce adolescent pregnancies.

27. At the regional and global levels, UNICEF contributed to major global health initiatives, including the Partnership for Maternal, Newborn and Child Health Partners Forum; the International Health Partnership (IHP+); Gavi, the Vaccine

Alliance; Every Mother, Every Newborn; the Global Fund to Fight AIDS, Tuberculosis and Malaria; and the Global Health Data Collaborative. Ending Preventable Child and Maternal Deaths: A Promise Renewed continued to yield notable results for child survival. UNICEF also supported the development of the global health infrastructure that will guide programming beyond 2015, such as the Global Financing Facility and the new strategy of the Secretary-General, Every woman, every child. The high number of health partnerships and joint programmes with which UNICEF is engaged demonstrates its commitment to collaborative approaches, in line with the quadrennial comprehensive policy review (QCPR).

28. The average achievement rate in health was 96 per cent against the 2015 milestones (see figure III).

Figure III
**Average output achievement[a] in health**




[a] The coloured ovals for each output represent the average achievement of 100 per cent or above as green, 60 to 99 per cent as amber and below 60 per cent as red. Achievements are presented according to the Strategic Plan results framework. Output A represents enhanced support for children, families and communities to promote knowledge, behaviour change, demand for services and opportunities for participation; output B represents increased national capacity to ensure the availability of and access to services and to strengthen systems; output C represents strengthened political commitment and national capacity to legislate, plan and budget for children; output D represents increased country capacity and delivery of services to protect and provide for children in humanitarian settings; output E represents the increased capacity of Governments and partners, as duty bearers, to identify and respond to specific challenges relating to the protection and promotion of children's rights, gender equality and the empowerment of girls and women; and output F represents the enhanced enabling environment at the global and regional levels to realize child rights.

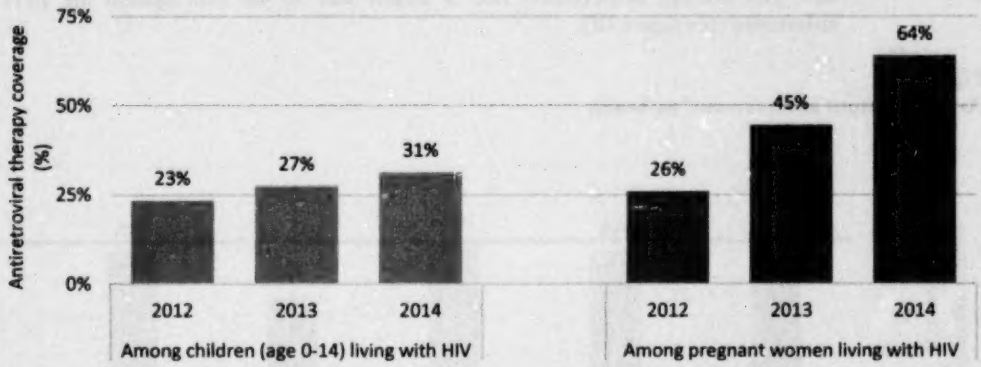
29. UNICEF fell short of targets in health systems strengthening to further scale up the coverage of services to vulnerable groups. Lessons include the need to focus more on systems strengthening, particularly in the context of promoting resilient development. Largely triggered by the Ebola response and protracted Level 3 crises, UNICEF is undertaking a review and scale-up of capacity to address health emergencies.

### HIV/AIDS

30. At the country level, notable progress was registered against key outcome indicators (see figure IV): 62 per cent of pregnant women living with HIV were receiving lifelong treatment (prevention of mother-to-child transmission (PMTCT) Option B+); 36,000 cases of HIV infection were averted through scaled-up PMTCT

services in 21 priority countries in 2014; and the number of new HIV infections among children under 15 years decreased from 520,000 annually in 2000 to 220,000 in 2014. However, the number of AIDS-related deaths among adolescents has tripled in the past 15 years, and more than 60 per cent of new infections among those aged 15-19 have been among adolescent girls, primarily in sub-Saharan Africa.

Figure IV
**Accelerated progress in antiretroviral therapy coverage**

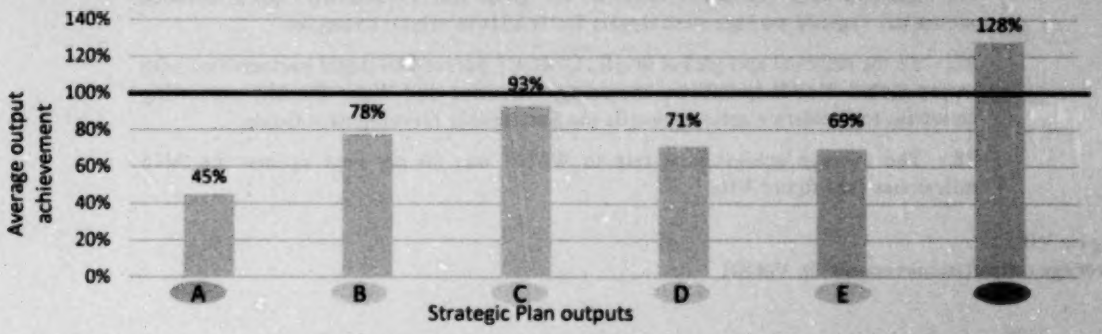



31. At the output level, 21 out of 22 priority countries for the Global Plan Towards the Elimination of New HIV Infections among Children by 2015 and Keeping Their Mothers Alive: 2011-2015 were implementing task-shifting for non-physician health-care providers of antiretroviral therapy; and in 11 out of 22 Global Plan priority countries at least 80 per cent of antenatal care settings in targeted areas offered this therapy. In humanitarian situations, 59 per cent of targeted HIV-positive pregnant women were receiving continuing treatment to prevent PMTCT, an increase from 54 per cent in 2014. To promote gender equality, 13 out of 38 UNAIDS priority countries were supported to undertake a gender review of their HIV policy.

32. At the regional and global levels, UNICEF leads the global partnership to end AIDS among adolescents, dubbed "All In", which is focused on 25 priority countries across seven regions with significant adolescent AIDS epidemics. UNICEF played a critical role in 2015 in the development of the UNAIDS 2016-2021 strategy, which emphasizes narrowing equity gaps for children and adolescents.

33. Overall, the average achievement rate in HIV and AIDS was 81 per cent against the 2015 milestones (see figure V).

Figure V
**Average output achievement[a] in HIV and AIDS**



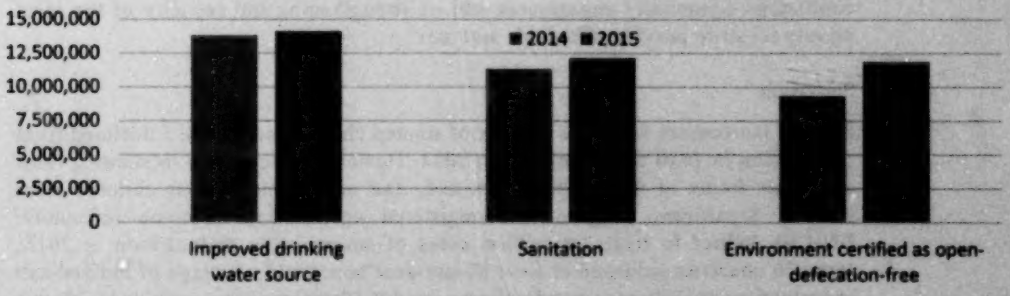

[a] See footnote *a* in figure III for an explanation of output achievements.

34. UNICEF fell short of targets in increasing comprehensive knowledge about HIV and AIDS among adolescents. Lessons continue to point to the need to further scale up successful strategies, backed by expanded global commitment, to reach adolescents who are in the second decade of treatment as well as those being infected through unsafe behaviours. All In is focused on urgent action to address these challenges.

**Water, sanitation and hygiene**

35. At the country level, significant progress was registered against key outcome indicators, particularly in the improvement of access to drinking water and sanitation and the fight to end open defecation (see figure VI).

Figure VI
**Number of additional people with access**



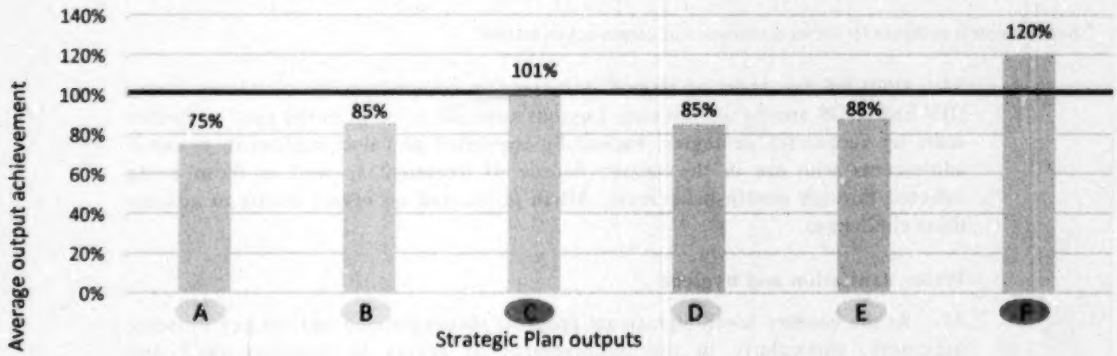

36. Similarly, UNICEF supported the achievement of output-level results. Some 75 countries have established benchmarks to provide access to drinking water to unserved populations; 35 countries are implementing water-safety plans at the community level; 38 out of 67 countries targeted are implementing a national strategy to eliminate open defecation; and 63 countries are implementing community-based handwashing behaviour-change programmes on a national scale, an increase from 53 in 2014. More than 70 million people were reached with WASH

interventions in 2015, of whom more than 45 million were in humanitarian situations. To promote gender equality, at least half of the schools in 37 countries are equipped with sanitation facilities for girls; and 29 countries have included menstrual hygiene management targets for WASH in school strategies.

37. At the regional and global levels, UNICEF pursued strategic partnerships with major global WASH initiatives, including Sanitation and Water for All, supporting countries to accelerate action towards the Sustainable Development Goals.

38. The average achievement rate in WASH was 90 per cent against the 2015 milestones (see figure VII).

Figure VII
**Average output achievement[a] in WASH**




[a] See footnote *a* in figure III for an explanation of output achievements.

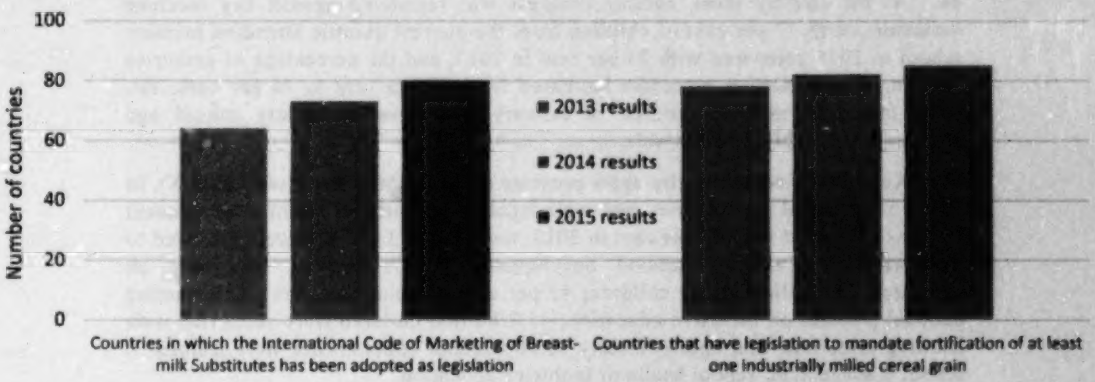
39. An unprecedented number of humanitarian crises constrained the achievement of results. Lessons point to the importance of sustaining behavioural change through continuous community engagement and of strengthening the capacity of the local private sector to provide affordable services.

**Nutrition**

40. At the country level, the number of stunted children under age 5 declined from 169 million in 2010 to 159 million in 2014. However, inequalities in stunting rates and other forms of malnutrition persisted, and nearly one in four children were stunted. Significant progress was registered against key outcome indicators: UNICEF helped to treat 2.9 million cases of severe acute malnutrition in 2015; some 20 countries achieved at least 90-per-cent household coverage of iodized-salt consumption; and 69 per cent of children aged 6-59 months were provided with two annual vitamin A supplementation doses in priority countries in 2014. Significant progress was registered against key output indicators (see figure VIII), with 32 countries on course to meet the global World Health Assembly target on exclusive breastfeeding and 25 countries supported to provide infant and young child feeding counselling services to at least 70 per cent of communities. In humanitarian situations, some 1.4 million children 6-59 months admitted with

severe acute malnutrition were discharged as recovered. To promote gender equality, 21 countries were supported to undertake a gender review of their nutrition policy.

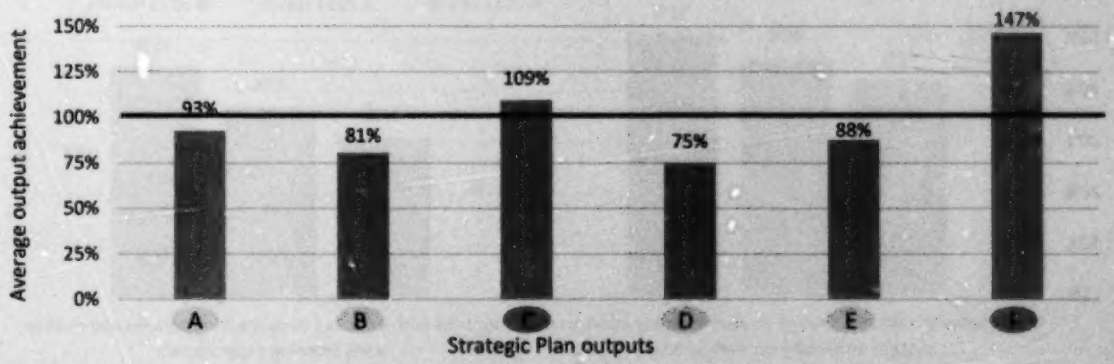
Figure VIII
**Selected results in nutrition**




41. At the regional and global levels, UNICEF played a leading role in such major global nutrition initiatives as Scaling Up Nutrition, which increased membership from 48 countries in 2014 to 56 in 2015 — another indication of its increased focus on partnerships.

42. The average achievement rate in nutrition was 99 per cent against the 2015 milestones (see figure IX).

Figure IX
**Average output achievement[a] in nutrition**




[a] See footnote *a* in figure III for an explanation of output achievements.

43. The unprecedented number of humanitarian crises constrained the delivery of results. Lessons include the need to strengthen national delivery systems for vitamin

A supplementation and other life-saving interventions; increase global severe acute malnutrition treatment coverage and recovery rates, especially in South Asia; and strengthen nutrition information systems.

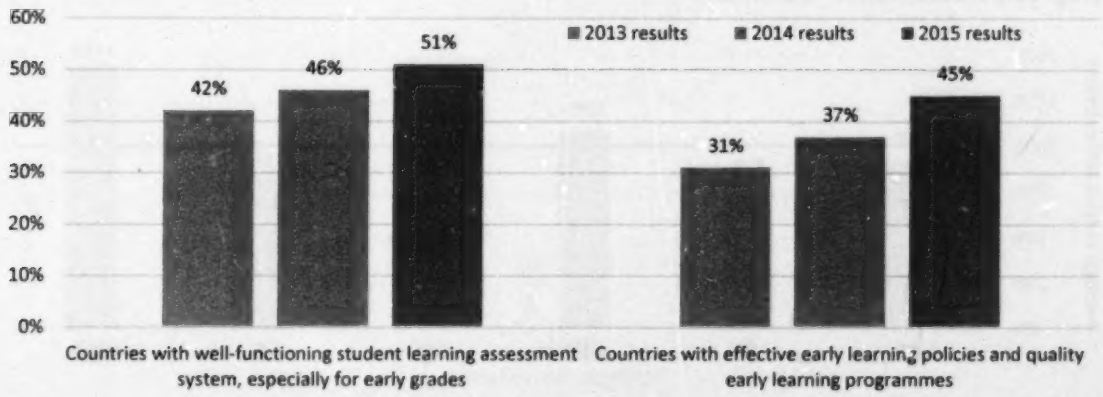
**Education**

44. At the country level, notable progress was registered against key outcome indicators, with 77 per cent of children from the poorest quintile attending primary school in 2015 compared with 73 per cent in 2013, and the percentage of countries with improved learning outcomes increased from 63 per cent to 76 per cent. Yet, more than 124 million children of primary and lower secondary school age remained out of school worldwide.

45. Key output indicators also show progress at the country level (see figure X). In 2015, 51 per cent of countries had well-functioning national learning assessment systems compared with 42 per cent in 2013; more than 43,000 kits were provided to under-resourced early childhood development (ECD) centres, benefiting an estimated 2.2 million young children; 43 per cent of countries were implementing national policies on inclusive education; 31.2 million children were supported with learning materials; and approximately 96,000 school communities were trained in school management, school health or inclusive education.

46. In 2015, more than 7.5 million children in humanitarian situations were reached with formal or non-formal education. The proportion of countries with education-sector plans that include risk assessment and management increased from 19 per cent in 2013 to 32 per cent in 2015. To promote gender equality, UNICEF, the United Nations Girls' Education Initiative (UNGEI) and the Global Partnership for Education (GPE) have developed guidelines for gender-responsive sector planning.

Figure X
**Selected results in education**

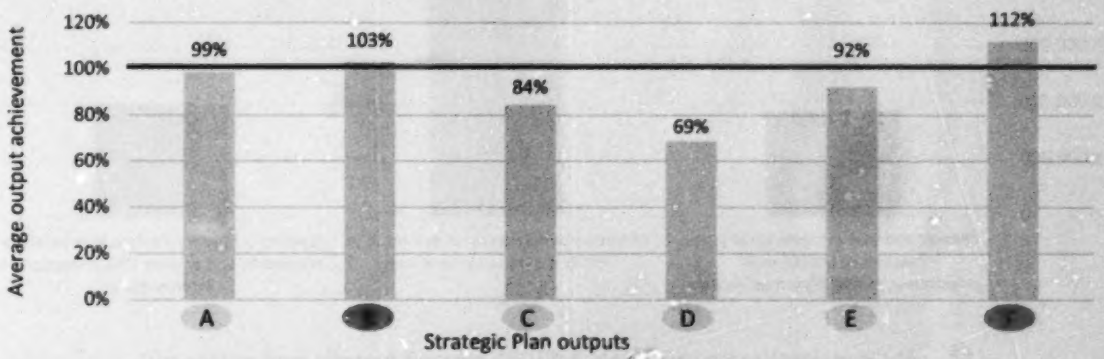



47. At the regional and global levels, UNICEF maintained its leadership role in major global education initiatives including GPE, UNGEI and Educate a Child. Building upon lessons learned from the No Lost Generation initiative, UNICEF has

been working with a number of partners to champion the cause of education in emergencies and protracted crises and support the development of a common platform and financing facility. Lessons also indicate that complementary interventions, such as peacebuilding, are necessary for achieving results in conflict-affected contexts.

48. Overall, the average achievement rate in education was 94 per cent against the 2015 milestones (see figure XI).

Figure XI
**Average output achievement[a] in education**




[a] See footnote *a* in figure III for an explanation of output achievements.

49. The constrained performance in humanitarian settings (output D) is explained in large part by funding shortfalls. Education aid levelled off between 2010 and 2014, and official development assistance to basic education in fragile and conflict-affected countries declined by 43 per cent between 2009 and 2013. The share of global humanitarian funding to education remained far below the expected minimum of 4 per cent.

**Child protection**

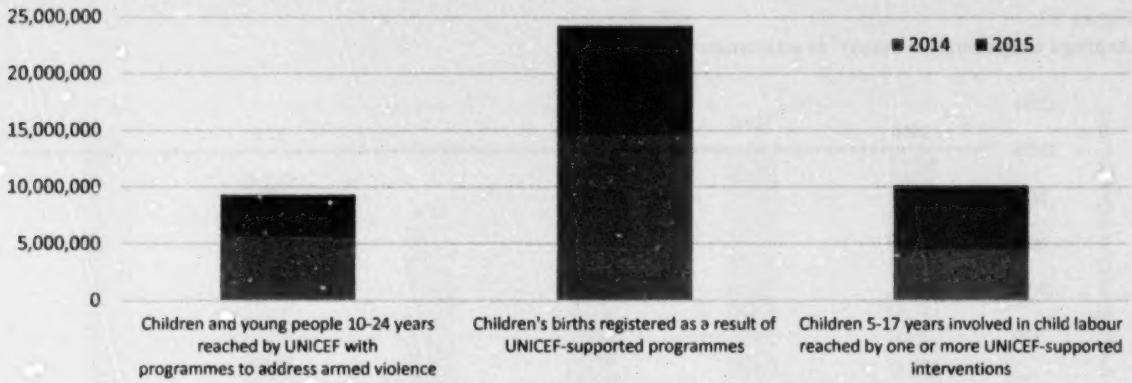
50. At the country level, significant progress was registered against key outcome indicators, including the first-ever adoption by the General Assembly of a substantive resolution on ending child, early and forced marriage (resolution 69/156).

51. UNICEF supported the achievement of output-level results (see figure XII), providing second-chance education, psychosocial or child protection interventions to more than 5.7 million children involved in child labour in 30 countries, a 27 per cent increase from 2014, and marking 9.7 million births registered across 54 countries in 2015. A number of countries have adopted legislation prohibiting the corporal punishment of children in various settings, including the home (48 countries); alternative-care and day-care settings (55 countries); schools (127 countries); penal institutions (136 countries); and as a sentence for a crime (162 countries).

52. Approximately 3.1 million children received psychosocial support in emergency and non-emergency situations. Chad achieved full compliance on ending

the recruitment of children by government forces and was delisted from the annual report of the Secretary-General on children and armed conflict. Eleven countries with at least a 25-per-cent prevalence of child marriage had national plans or strategies to end child marriage, five of which were costed, compared with two in 2014.

Figure XII
**Selected results in child protection**


25,000,000
20,000,000
15,000,000
10,000,000
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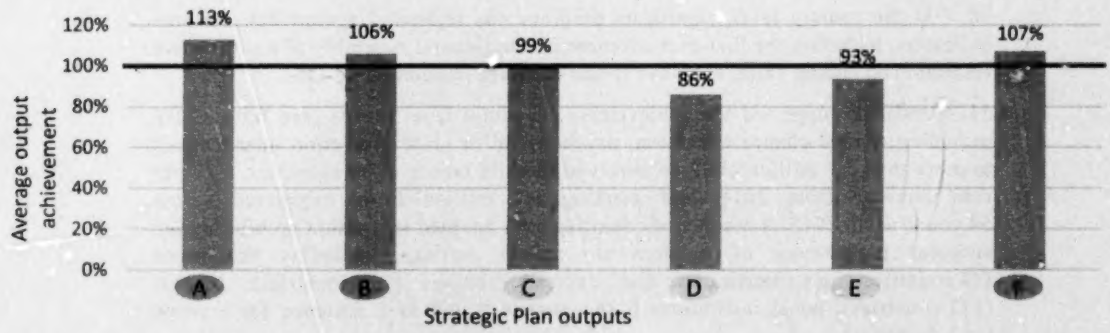
0
2014
2015
Children and young people 10-24 years reached by UNICEF with programmes to address armed violence
Children's births registered as a result of UNICEF-supported programmes
Children 5-17 years involved in child labour reached by one or more UNICEF-supported interventions

53. At the regional and global levels, UNICEF pursued strategic partnerships with the Special Representatives of the Secretary-General and the United Nations Population Fund (UNFPA)-UNICEF Global Programme to Accelerate Action to End Child Marriage, the UNFPA-UNICEF Joint Programme on Female Genital Mutilation/Cutting and the Global Partnership to End Violence Against Children.

54. Overall, the average rate of achievement in child protection was 100 per cent against the 2015 milestones (see figure XIII).

Figure XIII
**Average output achievement[a] in child protection**




[a] See footnote *a* in figure III for an explanation of output achievements.

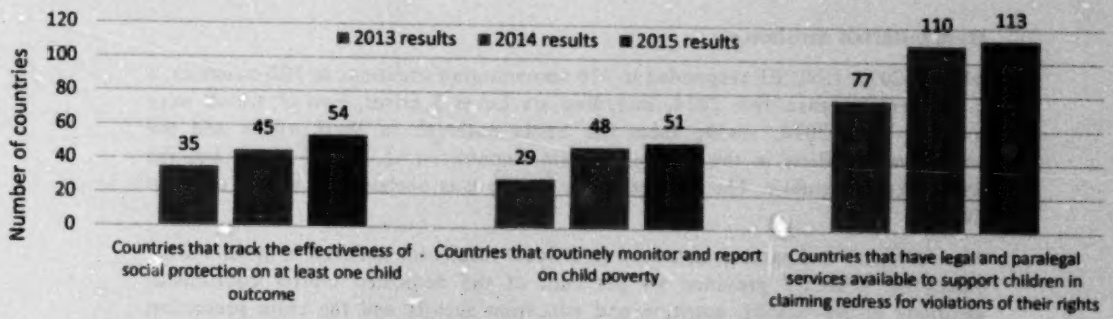
55. UNICEF fell short of targets in reunification with families or caregivers and the provision of alternative care to children in humanitarian situations. Lessons from the development of a global programme to end child marriage (in partnership with UNFPA) are being applied to the development of a global multisectoral programme and results framework to address gender-based violence in emergencies.

**Social inclusion**

56. At the country level, progress against key outcome indicators is shown by real increases in per capita social spending by 63 per cent of countries with available data in 2015 and the 196 States parties to the Convention on the Rights of the Child.

57. UNICEF has supported the achievement of output-level results (see figure XIV), as reflected in the number of countries (132) reporting a functioning national social protection system in 2015, up from 124 in 2014, and the number of countries (75) using child poverty data in policy discussions. In humanitarian situations, 35 countries had programming for humanitarian action that supported the development of sustainable social-protection systems.

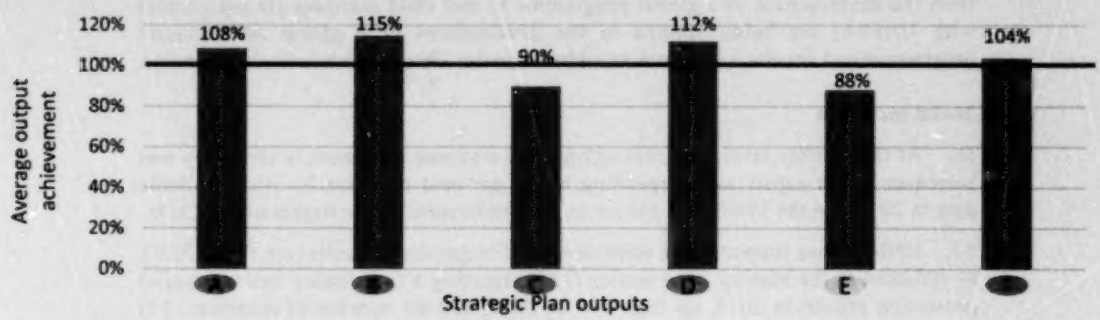
Figure XIV
**Selected results in social inclusion**




58. At the regional and global levels, UNICEF continued to co-chair the global coalition of 20 academic, international and non-governmental organization (NGO) partners on child poverty, which advocated for the inclusion of child poverty in the Sustainable Development Goals. UNICEF continued its strategic engagement with key partners through its participation in the Social Protection Inter-Agency Cooperation Board.

59. The average rate of achievement in social inclusion reached 108 per cent against the 2015 milestones (see figure XV).

Figure XV
**Average output achievement[a] in social inclusion**




[a] See footnote *a* in figure III for an explanation of output achievements.

60. Despite significant progress on strengthening national capacity for social protection, gaps remain. Only 19 countries reported having strong national capacity to develop, implement and finance social protection systems. Lessons include the need to further integrate humanitarian action and social protection programming.

**Humanitarian assistance**

61. In 2015, UNICEF responded to 310 humanitarian situations in 102 countries, a 5 per cent increase over 2014, including six Level 3 crises, five of which were ongoing from 2014, among them the Ebola outbreak in West Africa and the continuing conflicts in the Central African Republic, Iraq, South Sudan and the Syrian Arab Republic. The emergency in Yemen was declared a Level 3 crisis in 2015.

62. UNICEF and partners achieved significant results for children in humanitarian situations. UNICEF provided 94 per cent of the dedicated cluster coordinator positions in the WASH, nutrition and education sectors and the child protection subcluster. UNICEF and partners supported more than 1.2 million households with behaviour-change messages on the Ebola epidemic.

63. In Nepal, following the earthquakes in 2015, UNICEF and partners used the Government's social assistance programmes to provide cash transfers to 400,000 of the most vulnerable people. Such modalities are a growing part of UNICEF response, increasing efficiencies while empowering people to control their immediate situation.

64. In South Sudan, UNICEF provided more than half a million people with access to safe water and helped to secure the release of 1,755 children from armed groups.

65. The UNICEF response to the ongoing conflict in the Syrian Arab Republic and neighbouring countries reflects the increasing emphasis on integrating humanitarian and development action. Attention was paid to the continuation of education services, with learning materials provided for 1 million children and non-formal education provided to 465,000 children in 2015.

66. In 2015, children made up one quarter of the 1 million refugees and migrants entering Europe from the Syrian Arab Republic and conflict zones in the Middle East and beyond. UNICEF enabled more than 40,000 of these children to access child-friendly spaces offering play, rest and counselling services in Croatia, Serbia and the former Yugoslav Republic of Macedonia.

67. The UNICEF Emergency Programme Fund was instrumental in maintaining the nutrition supply line in the Sahel amid funding gaps in 2015, allowing the treatment of more than 84,000 severely malnourished children to continue into 2016.

68. With many emergencies spilling over borders, complex and protracted crises are the new norm. To increase efficiency in such contexts, UNICEF continued to invest in national capacity for emergency preparedness. Fifty-four countries were integrating resilient development and/or risk management strategies into WASH sector plans; 63 countries had developed or revised a nutrition sector plan or policy that included a risk-management strategy, up from 56 in 2014; and 43 countries had an education sector plan or policy that included risk assessment and management, up from 38 in 2014.

69. The capacity to respond to large-scale emergencies was strengthened through the recruitment of headquarters and field-based emergency-response team members who can be deployed within 72 hours. Additionally, standby arrangements with partners provided an additional 221 personnel to UNICEF, including 199 deployed to the field.

### Gender equality

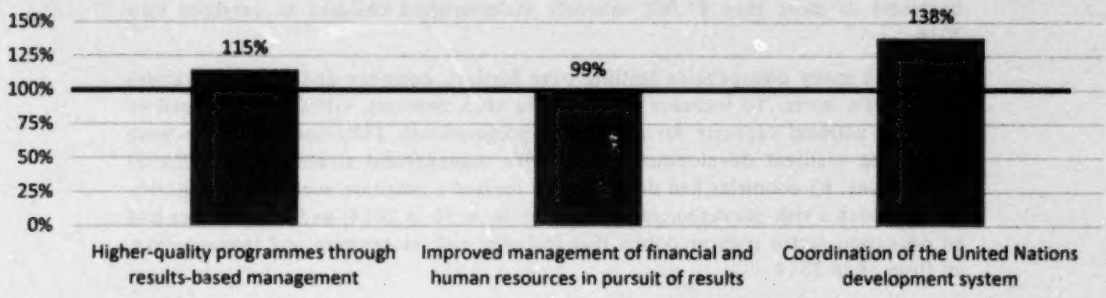
70. Significant advances have been made in promoting gender equality, in line with QCPR mandates. The participation and support of UNICEF have helped to propel work on Sustainable Development Goal targets, national policy frameworks and local action on child marriage, girls' secondary education and adolescent health. Progress is evident in some areas of gender mainstreaming, particularly in delivering WASH services in emergencies, improving birth registration and reaching missed children with the polio vaccine. Important challenges remain, including inadequate antenatal care and stagnation in the proportion of countries achieving gender parity in education at the lower secondary level. Through the Gender Action Plan, UNICEF continues to invest in dedicated gender expertise and to leverage resources to scale up gender programming. Further details of results on gender equality and lessons learned are described in the annual report to the Executive Board on the implementation of the UNICEF Gender Action Plan (E/ICEF/2016/9).

## III. Strengthening organizational performance

71. UNICEF implemented significant initiatives during 2014 and 2015 to enhance efficiency and effectiveness. The Field Results Group was established to strengthen organizational systems for results-based management. A major achievement was the opening of the Global Shared Services Centre in Budapest in September 2015 to provide global finance, human resources, administrative and information technology functions. Information on these initiatives is included in the report on the midterm review of the UNICEF integrated budget, 2014-2017 (E/ICEF/2016/AB/L.2).

72. UNICEF achieved all milestones relating to improving organizational efficiency and effectiveness and enhancing results-based management in 2015 (see figure XVI). Detailed performance data are discussed in the related scorecard and data companion.

Figure XVI
**Achievement of results for organizational efficiency and effectiveness**




73. With regard to results-based management, the results framework of the Strategic Plan provided a solid basis for aligning country programmes with organization-wide results. It has been updated with annual milestones at the output level to improve the measurement of results (resolution 67/266, para. 171), and its integration with resources and budget is discussed further in E/ICEF/2016/AB/L.2.

74. In response to QCPR mandates, UNICEF offices conducted 104 evaluations in 2014, of which 75 per cent met quality standards, up from 68 per cent in 2013. The proportion of programme funds expended on evaluations increased from 0.3 per cent in 2014 to 0.5 per cent in 2015, closer to the target of 1 per cent. Real-time monitoring continued to be strengthened to inform the ongoing adjustment of programme design and implementation through the expanded application of the Monitoring Results for Equity System.

75. The value of procurement in supplies and services exceeded $3.3 billion in 2014 and remained steady in 2015. Ninety-five country offices implemented 957 long-term agreements, a 45 per cent increase over 2014, saving time and resources for programme implementation. UNICEF works to foster sustainable and fairly priced competitive supply markets, while also strengthening national capacity by increasing the use of local suppliers, providing training and sharing market expertise. Special contracting terms and support to partner-led advocacy efforts, for example, facilitated the scale-up of cost-effective vaccine production in low- and middle-income countries, resulting in a decrease in the weighted average price of a pentavalent vaccine for Gavi-supported countries to $1.94 per dose in 2015 compared with $3.60 in 2007. Through self-funding procurement by middle-income countries, UNICEF was able to assist in accessing the same vaccine for as low as $1.98 per dose.

76. Regarding human resources management, the number of female staff grew by 24 per cent from 2007 to 2015, reflecting efforts to achieve gender parity and to comply with paragraph 92 of the QCPR. As a result, women comprised 47 per cent of the entire workforce and 46 per cent of staff at the P-5 level and above. Women

represented 44 per cent of senior staff appointments in 2014 and 2015, an increase from 39 per cent in 2013. Further details relating to human resources management are discussed in E/ICEF/2016/AB/L.2.

77. Surge deployments to the field numbered 753 in 2015, with 48 per cent supporting Level 3 responses. Fifty-seven per cent of emergency recruitment was completed within the target of 30 days in 2015, and 89 per cent of requests for surge-capacity support were met within the target of 56 days. Security of staff and premises remained a top priority, and 94 per cent of country offices met minimum operating security standards.

78. UNICEF pays tribute to the seven colleagues who lost their lives while serving children in 2014 and 2015. It also recognizes the many staff members who continue to work in difficult situations.

79. UNICEF significantly improved its ranking in the Aid Transparency Index in 2014, reaching "good" standing and ranking 14 out of 68 organizations. This compared favourably with 2013, when UNICEF was rated as "fair", ranking 21 out of 67 organizations (QCPR, paras. 11 and 31).

80. The information and communications technology (ICT) function achieved programme and operational effectiveness and efficiency in 2014 and 2015 through the continued enhancement of cloud-based core office productivity tools for a fully mobile workforce; the automation of treasury and e-banking; the introduction of a learning management system (Agora); and the enhancement of programme performance reporting. ICT services were provided in 90 per cent of emergencies, in accordance with the Core Commitments for Children in Humanitarian Action.

81. UNICEF has been working with other United Nations agencies to simplify and harmonize business practices (QCPR, para. 153).

82. In 2015, 115 UNICEF country offices reported using common services. The 2015 evaluation of the Business Operations Strategy validated its qualitative and quantitative benefits, while identifying associated bottlenecks. UNICEF has been working with the United Nations Development Group (UNDG) and the High-level Committee on Management to revise and update the 2012 Business Operations Strategy guidelines to improve their design, relevance and impact for country offices. Eighty-three country offices (a 24-per-cent increase over 2013) were implementing harmonized approaches in procurement, human resources management, ICT and financial management services (QCPR, paras. 152 and 154).

83. Regarding the improvement of coordination within the United Nations system, UNICEF contributed to the preparation of United Nations Development Assistance Frameworks (UNDAFs) in 24 countries, an increase from 8 in 2014 (QCPR, paras. 117 and 119). UNICEF has been participating in the implementation of the UNDG Plan of Action to address systemic bottlenecks in implementing the standard operating procedures. UNICEF is co-convening three UNDG working groups relating to the Plan of Action to address sustainable development, communications and advocacy and joint financing (QCPR, para. 137), contributing to the revision of UNDAF guidelines and leading the work on joint approaches to monitoring results for equity, thereby strengthening the culture of evidence-based results in the United Nations system (QCPR, para. 166). Further details relating to coordination are discussed in E/ICEF/2016/AB/L.2.

84. UNICEF contributed $3.6 million in cash and $2.9 million in kind as part of cost sharing for the resident coordinator system (QCPR, para. 128) and provided additional support at the country level in 56 offices. Five UNICEF staff served as resident coordinators in 2015 and 106, on an interim basis, in 2014. UNICEF representatives served as acting Humanitarian Coordinators in 46 countries. The job description of UNICEF representatives has been revised to include their role in United Nations country teams (QCPR, para. 130 (a)).

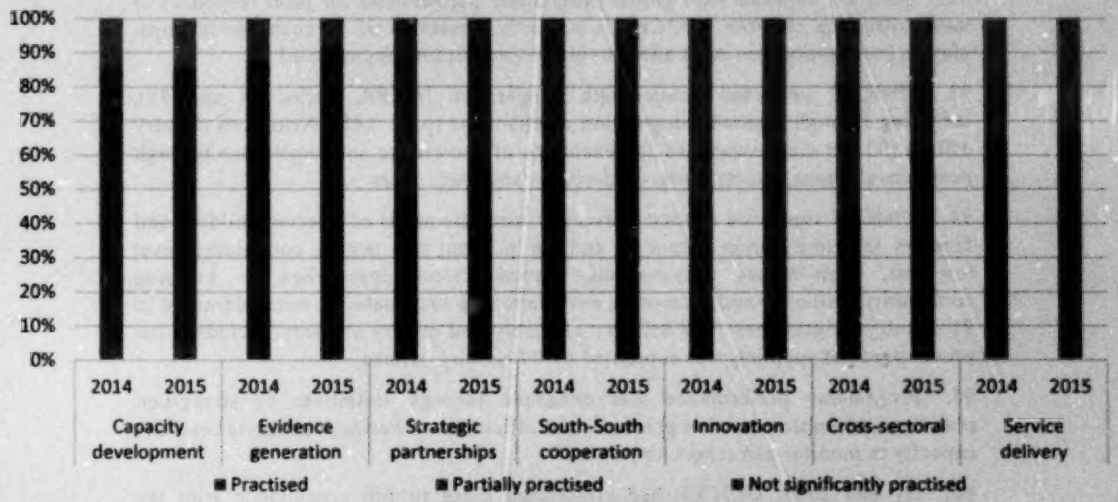
85. UNICEF issued 38 audit reports during 2015, resulting in 577 recommendations relating to governance, programme management and operational support. Only 5 offices or divisions had audit recommendations outstanding for more than 18 months at the end of 2015, down from 8 in 2014, meeting the milestone of fewer than 10. During the year, 101 investigation cases were closed, 66 per cent of them within nine months of receipt of the allegation.

## IV. Implementation strategies

86. The achievement of results was supported through the implementation of strategies to strengthen the quality of country programmes and management systems.

87. In compliance with QCPR mandates, UNICEF provided capacity-development support to Governments, communities and other partners at the national and local levels in 86 per cent of countries by means of interventions to strengthen the formulation, implementation and monitoring of policies (see figure XVII); improve the performance of service providers and enhance service delivery systems; and enable the most disadvantaged children and families to access and use services. Ninety-seven country offices provided support to reinforce national service delivery systems and accountability structures.

Figure XVII
**Percentage of country offices applying implementation strategies**




88. Communication for development was emphasized to promote positive social norms and behaviours, the demand for services and community and adolescent engagement. Further strengthening of this capacity will be critical to sustaining achievements in development and humanitarian situations. Regarding public communication, the UNICEF strategy is being rolled out in country offices, with the development of a digital transformation initiative that will provide new opportunities for public engagement. Offices have been adapting the strategy to national contexts, supporting public engagement in the design and implementation of policies and programmes for children. More than 70 offices are involved in national advocacy campaigns under the global End Violence Against Children initiative.

89. All country offices supported Governments to apply evidence in programme development and policy advocacy. In cooperation with partners, offices supported the generation of data on equity gaps through surveys and studies, and for end-line reporting of the Millennium Development Goals. Nearly 40 per cent of country offices supported real-time data systems to identify marginalized and underserved groups. Research was conducted to support policy advocacy in all regions. More than 90 per cent of country offices supported the use of new technology and social media to share information and evidence.

90. UNICEF expanded and deepened partnerships for effective programme implementation and advocacy (QCPR, para. 104), working closely with National Committees, civil society organizations and other United Nations agencies. Partnerships with the private sector were broadened for engagement in programmes, advocacy and fundraising.

91. UNICEF increased its collaboration with the World Bank, regional development banks and other international financial institutions, including through joint projects; the leveraging and influencing of policies; investments; the provision

of technical assistance; the transfer of funds; the establishment of joint pool funds; procurement; and joint crisis response.

92. UNICEF engaged with global programme partnerships for joint responses to issues affecting children. UNICEF is currently a member of 71 such partnerships, plays a governance role in 48 and provides coordination support to 15.

93. UNICEF promoted South-South cooperation (QCPR, paras. 74 and 75), including through regional cooperation mechanisms (para. 148). Nearly all country offices (93 per cent) supported the exchange of knowledge and experience through peer consultations, expert visits, conferences and study tours.

94. UNICEF supported service delivery to meet the needs of affected children and families in humanitarian response, and for piloting and testing community-level low-cost, high-impact interventions. Cross-sectoral approaches to building community resilience and promoting environmental sustainability were addressed in 71 country programmes. The delivery of timely and quality services, including the procurement of supplies, was supported by 94 country offices.

95. Programme performance was enhanced through initiatives to strengthen planning and implementation practices, the efficiency of business processes and the capacity to monitor and report on results.

96. By end 2015, UNICEF had established close to full compliance with the provisions of the harmonized approach to cash transfers, including in assessing partner capacity to use UNICEF-provided funds, the implementation of monitoring visits to UNICEF-supported work in field locations and periodic audits of partners' record-keeping practices.

97. An online internal performance management system has been established along with country programme evaluations to inform programme planning and implementation.

## V. Revenue, expenses and resource mobilization

98. This section of the report should be read in conjunction with the report on the midterm review of the UNICEF integrated budget, 2014-2017 (E/ICEF/2016/AB/L.2). Total revenue decreased by 3 per cent in 2015, to $5,010 million (tables 1 and 2). Regular resources decreased by 13 per cent, to $1,174 million, and other resources by 0.2 per cent, to $3,836 million. Consequently, regular resources as a proportion of total revenue fell to 23 per cent.

Table 1
**Revenue source and type, 2014 and 2015**
(Millions of United States dollars)

| *Source of revenue* | *2014 actual* | *2014 plan* | *2015 actual* | *2015 plan*[a] |
|---|---|---|---|---|
| **Regular resources** | | | | |
| Government[b] | 660 | 654 | 546 | 630 |
| Private sector[c] | 572 | 609 | 530 | 651 |
| **Other revenue**[d] | **94** | **80** | **97** | **80** |
| **Total — regular resources** | **1 326** | **1 343** | **1 174** | **1 361** |
| **Other resources (regular)** | | | | |
| Government | 1 358 | 1 181 | 1 080 | 1 197 |
| Private sector[c] | 693 | 544 | 713 | 581 |
| Inter-organizational arrangements | 213 | 192 | 262 | 188 |
| **Subtotal** | **2 264** | **1 917** | **2 055** | **1 966** |
| **Other resources (emergency)** | | | | |
| Government | 1 163 | 548 | 1 396 | 512 |
| Private sector[c] | 132 | 70 | 213 | 70 |
| Inter-organizational arrangements | 285 | 156 | 170 | 155 |
| **Subtotal (rounded)** | **1 579** | **774** | **1 780** | **737** |
| **Total — other resources** | **3 843** | **2 691** | **3 836** | **2 703** |
| **Total revenue (rounded)** | **5 169** | **4 034** | **5 010** | **4 064** |

*Note*: Due to rounding, the totals may differ slightly from the sum of the columns.
[a] According to financial estimates provided to the Executive Board in September 2015.
[b] Gross regular resources from Governments includes income taxes paid by UNICEF on behalf of the citizens of Governments that contribute to regular resources.
[c] Latest estimate. Final private sector revenue figures will be available after the submission of this report.
[d] Other revenue includes income from interest, procurement services and other sources.

Table 2
**Revenue source, 2014 and 2015**
(Millions of United States dollars)

| *Source of revenue* | *2014 actual* | *2014 plan* | *2015 actual* | *2015 plan*[a] |
|---|---|---|---|---|
| Government | 3 181 | 2 383 | 3 023 | 2 339 |
| Private sector/non-government | 1 397 | 1 223 | 1 457 | 1 302 |
| Inter-organizational arrangements | 497 | 348 | 432 | 343 |
| Other | 94 | 80 | 97 | 80 |
| **Total revenue** | **5 169** | **4 034** | **5 010** | **4 064** |

*Note*: Due to rounding, the totals may differ slightly from the sum of the columns.
[a] According to financial estimates provided to the Executive Board in September 2015.

99. Revenue for humanitarian assistance or other resources (emergency), at $1,780 million in 2015, was more than twice the planned amount and 13 per cent higher than in 2014, due primarily to funding received for support to Syrian refugees and Ebola response, as well as to Iraq, Nepal, South Sudan, the Syrian Arab Republic and Yemen. While the humanitarian funding requirement had increased from $2.1 billion in January 2014 to $3.3 billion by December 2015, other resources (emergency) revenue is projected to decrease by 44 per cent in 2016 and 2017 as compared with 2015.

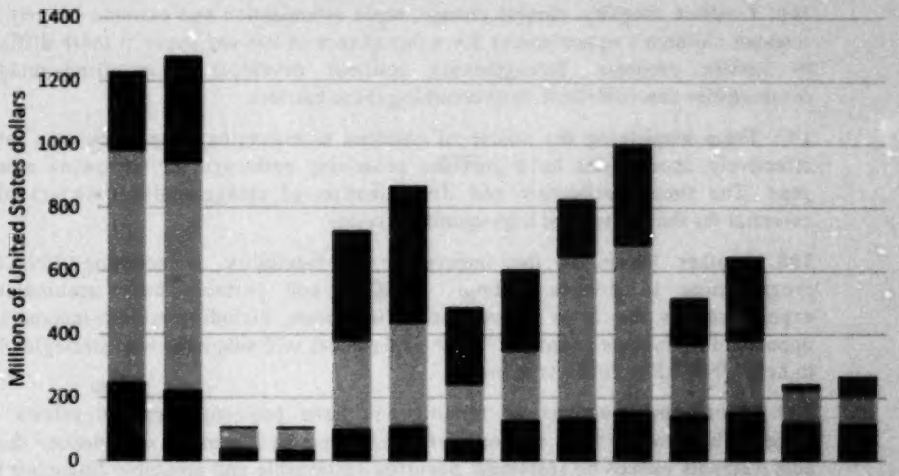
100. The scale and complexity of crises demand a deeper and broader resource base. The need for more flexible funding, as called for by the High-level Panel on Humanitarian Financing, is even starker.

101. In 2015, 135 Governments contributed to UNICEF resources. Total public sector contributions (from Governments, intergovernmental organizations and inter-organizational arrangements), at $3,455 million, were 29 per cent more than planned, but 6 per cent less than in 2014. Private sector contributions (from National Committees, individual donors, NGOs and foundations), at $1,457 million, were 12 per cent more than planned and 4 per cent more than in 2014.

**Expenses**

102. Effective 1 January 2012, UNICEF financial statements are prepared under the full accrual basis of the International Public Sector Accounting Standards. Accordingly, the breakdown of programme expense by outcome area reflects the cost of services and consumable goods received by UNICEF as well as programme supplies delivered to programme partners during 2014 and 2015 (see figure XVIII). The programme expense in sub-Saharan Africa increased from $2,344 million in 2014 to $2,643 million in 2015, representing 55 per cent of the total programme expense. The programme expense in least developed countries increased from $2,179 million in 2014 to $2,502 million in 2015, representing 52 per cent of the total.

Figure XVIII
**Direct programme assistance by outcome area and resource type, 2014 and 2015**




| | Health | | HIV and AIDS | | WASH | | Nutrition | | Education | | Child protection | | Social inclusion | | Total (rounded) | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2014 | 2015 | 2014 | 2015 | 2014 | 2015 | 2014 | 2015 | 2014 | 2015 | 2014 | 2015 | 2014 | 2015 | 2014 | 2015 |
| Regular resources | 249 | 223 | 37 | 35 | 101 | 110 | 65 | 130 | 135 | 157 | 145 | 156 | 125 | 118 | 860 | 932 |
| Other resources (regular) | 729 | 717 | 65 | 65 | 276 | 322 | 173 | 216 | 508 | 521 | 218 | 222 | 96 | 84 | 2 067 | 2 150 |
| Other resources (emergency) | 250 | 338 | 4 | 6 | 349 | 435 | 245 | 256 | 182 | 321 | 150 | 264 | 21 | 63 | 1 203 | 1 685 |
| Total | 1 229 | 1 278 | 107 | 107 | 727 | 868 | 484 | 603 | 826 | 1 000 | 514 | 643 | 242 | 266 | 4 130 | 4 768 |

103. Details of the Integrated Results and Resources Framework are described in E/ICEF/2016/6/Add.1 and E/ICEF/2016/AB/L.2.

## VI. Lessons learned and summary findings

104. Several lessons have emerged in the first two years of the Strategic Plan, as discussed in detail in the paper on lessons learned associated with this report. Highlights include the continuing need to increase the application of cross-sectoral approaches. There is wide consensus about the benefits of cross-sectoral programming, including for ECD and adolescence, and through communication for development and public engagement and advocacy. In the area of ECD, for example, some 200 million children under five are not achieving their full potential owing to a combination of inadequate nutrition, poor health and the lack of a nurturing, safe environment. Renewed investments and the coordinated implementation of policies will accelerate the achievement of results.

105. Furthermore, underpinning programming with such approaches as human rights-based development and adolescent participation has been shown to yield

considerable results. It is important to continue to learn from experiences in cross-sectoral programming, including by increasing its visibility in results frameworks.

106. Conflict, fragility, climate change, rapid urbanization and extreme poverty all threaten children's opportunities for a fair chance in life and make it more difficult to sustain progress. Strengthening resilient development in disadvantaged communities can contribute to overcoming these barriers.

107. From amplifying the voices of children to managing drug stock-outs more effectively, innovations have provided promising pathways for narrowing equity gaps. The timely collection and dissemination of disaggregated data are also essential for the delivery of high-quality services.

108. Another lesson is the importance of flexibility in adapting UNICEF programming to diverse settings. UNICEF and partners have accumulated experience in a variety of programme environments, including middle-income and upper-middle-income countries. These experiences will shape the next strategic plan to help UNICEF to fulfil its mandate.

109. Short-term injections of funding can have powerful catalytic effects on targeted bottlenecks, but without reliable, diversified sources of finance, those achievements cannot be sustained. Securing sustainable and equitable financing for children is increasingly important as the 2030 Agenda unfolds.

110. Associated with this is the need to maintain a basic level of core funding. More than 75 per cent of UNICEF funding is now other resources, including other resources (emergency). There is an urgent need for greater regular resources funding, as well as more flexible forms of funding, if UNICEF is to continue to meet its development and humanitarian mandate. A related lesson is the need for longer-term investment in humanitarian situations, given their interdependence with development settings.

111. UNICEF will continue to intensify the application of results-based management principles in its work, while strengthening systems for tracking performance at the national level. Such approaches will need to be flexible in order to capture the various dimensions of results for children, including in cross-sectoral programming contexts.

112. UNICEF continues to draw on lessons from the implementation of the standard operating procedures, including the fact that "one size does not fit all" and that, within the overarching objective of greater harmonization, the focus on results should be the key driver of change.

## VII. Looking forward

113. For the remaining period of the current Strategic Plan, and to inform its successor, UNICEF will work with partners to consolidate the gains and address the remaining gaps from the Millennium Development Goals era, while addressing new and deepening challenges that the 2030 Agenda has brought to the fore.

114. UNICEF will therefore continue its urgent focus on the unfinished business for children in the current Strategic Plan, including newborn and young child survival, HIV prevention and treatment, stunting reduction, safe water and sanitation and gender equality.

115. The Sustainable Development Goals have created immense momentum for accelerating the implementation of several other elements of the Strategic Plan, including ECD, birth registration, learning and school completion, violence prevention, the reduction of child marriage and the better integration of responses to the immediate humanitarian and long-term development needs of children.

116. Responding effectively to the 2030 Agenda will also require important shifts in both what UNICEF does and how it works. UNICEF will therefore pursue strategic partnerships across the United Nations system, the private sector and civil society to respond in an integrated way to other challenges to child well-being highlighted by the Agenda, including climate change, urbanization, displacement, the demographic transition and growing challenges in the second decade of life.

117. To protect children from the impact of climate change, UNICEF will step up advocacy, strengthen the capacity for resilient development, involve children and young people in climate change mitigation and expand the "greening of UNICEF" agenda. UNICEF will strengthen the evidence base on policies and programmes that work for the most disadvantaged in urban areas. It will pursue partnerships with city governments for better services for children, while building accountability-driven coalitions with civil society to make sure that services reach children. Efforts will be made to address challenges faced by refugee and migrant children through advocacy and programming in various country contexts. Given current demographic trends, UNICEF will focus greater attention on the challenges facing adolescents.

118. The multiple challenges faced by children demand innovative responses by many partners, and UNICEF will continue to improve its work with civil society and the private sector. Deepening engagement with the public in all country contexts will help to mobilize a diverse range of actors, in particular communities and movements, focused on serving the most disadvantaged children everywhere and helping to strengthen the accountability of Governments and United Nations partners for improved results for children.

119. To respond to the unfinished agenda, while simultaneously addressing new issues, requires an enhanced capacity to learn from and respond to evidence, and an increased emphasis on cross-sectoral approaches to address the multiple deprivations that millions of children face on a daily basis.

120. UNICEF will continue to enhance its organizational capacity to deliver results, including through the further strengthening of human resources management, budget management, information and communications technology and sustained resource mobilization.

121. UNICEF and its partners are working in a period of unprecedented complexity. The major challenges affecting children transcend borders and vastly outstrip the response capacity of any single actor. They also highlight the universality of children's rights — and vulnerabilities — across a wide variety of country contexts. Never was this more apparent than in 2015, when challenges ranging from zika to the migration crisis in Europe underscored the need for collaborative partnerships and innovative approaches. Meeting such challenges will require UNICEF to deepen its partnership with a wide range of actors, including leveraging its strong network of National Committees to serve the most disadvantaged children, in addition to its work in country offices.

122. The 2030 Agenda reaffirms the relevance of the equity focus of the Strategic Plan. Reaching the most disadvantaged children lies at the heart of the UNICEF mandate, an imperative that resonates strongly with the focus of the Agenda on equity and inclusion. UNICEF work in support of the survival, development and protection of the most vulnerable children will directly contribute to the realization of the Sustainable Development Goals. By the same token, the momentum created by the 2030 Agenda will help to achieve important results for children. This synergy will continue to inform the work of UNICEF for the remainder of the current Strategic Plan and will shape the foundation of the next one.

# VIII. Draft decision

*The Executive Board*

1. *Takes note* of the report on the midterm review of the Strategic Plan, 2014-2017 and annual report of the Executive Director, 2015: performance and results, including a report on the implementation of the quadrennial comprehensive policy review (E/ICEF/2016/6 and Add.1 and 2);

2. *Approves* the revised results framework of the UNICEF Strategic Plan, 2014-2017 (E/ICEF/2016/6/Add.2);

3. *Requests* UNICEF to continue the implementation of the Strategic Plan, taking into account lessons learned and the recommendations made in the report on the midterm review in response to the Sustainable Development Goals;

4. *Decides* to transmit the annual report to the Economic and Social Council, along with the summary of the comments and guidance provided by delegations at the present session;

5. *Requests* UNICEF to prepare its next strategic plan, to start in 2018, bearing in mind the Sustainable Development Goals and the forthcoming recommendations of the next quadrennial comprehensive policy review and the World Humanitarian Summit.